

INTRODUCTION

This guide was developed to assist commanders in developing their unit equal opportunity program. This guide provides you with the most current information available in a condensed, one-source document.

This guide highlights some of the basics that commanders can do to ensure their program is variable and is in no way intended to be all encompassing. The equal opportunity program is the responsibility of the Army's leadership and a function of command. Programs will vary from unit to unit because of the differences in mission, personnel, and leadership.

We have utilized references to Chapter 6&7, AR 600-20, and TRADOC Supplement 1 to AR 600-20, and Fort Benning Supplement 1 to AR 600-20, are the references used for the basis of this guide.

If you have recommendations to improve this guide, please call the USAIC and Fort Benning Equal Opportunity Office (EOO) at 545-6665/3196.

US ARMY EQUAL OPPORTUNITY (EO) PROGRAM

The Army EO Program formulates, directs and sustains a comprehensive effort to maximize human potential and to ensure fair treatment of all Soldiers based solely on merit, fitness, capability, and potential which supports readiness. EO is a responsibility of leadership and a function of command. This philosophy is based on fairness, justice, and equity. Specifically, this program is designed to:

- (1) Provide EO for military personnel, civilian, and their family members both on and off post, within the limits of the laws of localities, states, and host nations.
- (2) Contributes to mission accomplishment, cohesion, and readiness.

US ARMY EQUAL OPPORTUNITY (EO) POLICY

The Army EO Policy is to provide equal opportunity and treatment for Soldiers, civilian, and their families without regards to race, color, religion, gender, or national origin and provide an environment free of sexual harassment. This policy applies:

- (1) On and off post, during duty and non-duty hours.
- (2) Extends to Soldiers, civilian, and their families.
- (3) Applies to working, living, and recreational environments (including both on and off post housing).

Soldiers will not be accessed, classified, trained, assigned, promoted, or otherwise managed on the basis of race, color, religion, gender, or national origin. The following are exceptions to a totally nonbiased personnel management process:

- a. The assignment and utilization of female Soldiers. (AR600-13), Army Policy for the Assignment of Female Soldiers, prescribes policies, procedures, responsibilities, and the position coding system for female soldiers.
- b. Support for established equal opportunity goals; such as to increase representation of a particular group in one or more monitored area(s) of Affirmative Action Plans (AAPs).

Department of the Army's Policy on Sexual Harassment

Sexual Harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when any of the following occurs:

- a. Submission to or rejection of such conduct is made either explicitly or implicitly, a term or condition of a person's job, pay, or career.
- b. Submission to or rejection of such conduct by a person is used as the basis for career or employment decisions affecting that person.
- c. Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

Any person in a supervisory or command position who:

- a. Uses or condones explicit or implicit sexual behavior to control, influence, or affect the career, pay or job, of another Soldier or civilian employee is engaging in sexual harassment.
- b. Makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment.
- c. Sexual harassment:
 - (1) Is not limited to the work place.
 - (2) Can occur almost any place.
 - (3) Violates acceptable standards of integrity and impartiality.
 - (4) Interferes with mission accomplishment and unit cohesion.
 - (5) Will not be engaged in by Soldiers or Army civilians.

SEXUAL HARASSMENT

Sexual Harassment is an unwelcome form of sex discrimination. It is not limited to the work environment and can occur at almost any place. Many of the acts and neglects that can constitute sexual harassment are prohibited and punishable under civil and military law. Army leaders at all levels are responsible for taking both preventative and appropriate corrective actions to combat this unacceptable form of behavior. Any Soldier or civilian engaging in sexual harassment who:

- a. Through behavior of sexual nature attempts to control, influence, or affect the career, pay, or job of a Soldier or a civilian.
- b. Makes deliberate or repeated verbal comments or gestures of a sexual nature that are offensive to the person to whom addressed.
- c. Makes abusive physical contact of a sexual nature.
- d. Conducts themselves with the purpose or effect of substantially interfering with an affected person's work environment or creates an intimidating, hostile, or offensive work environment.

Commanders should be aware of possible “quid pro quo” situations. These situations are termed as attempting to receive one thing in return for another; something equivalent; or substitute. These situations can substantially interfere with the work environment by creating the intimidating, hostile, or offensive environment.

VIOLATIONS THAT ARE PUNISHABLE UNDER THE UCMJ

CRIMINAL ACTS:

ARTICLE 120 - RAPE

ARTICLE 125 - SODOMY

ARTICLE 128 - ASSAULT AND BATTERY

ARTICLE 134 - PANDERING

SEXUAL DISCRIMINATION VIOLATIONS:

ARTICLE 77 - PRINCIPLES

ARTICLE 92 - FAILURE TO OBEY ORDER OR REGULATION

SEXUAL HARASSMENT ACTS/MISCONDUCT:

ARTICLE 128 - ASSAULT AND BATTERY

ARTICLE 134 - GENERAL

ARTICLE 117 - PROVOKING SPEECHES OR GESTURES

COMMANDER’S RESPONSIBILITIES

All commanders have the responsibility to:

- a. Develop and implement EO programs for their organizations.
- b. Identify discriminatory practices affecting Soldiers, civilian, and their families, initiate corrective actions, and provide follow-up and feedback through resolution of the problem.
- c. Promote EO and interpersonal harmony for all military personnel, their family members, and civilian.
- d. Conduct EO training on a continuing basis for subordinate commanders and civilian and military personnel that is consistent with higher headquarters directives, and local guidance.
- e. Monitor and assess the execution of EO programs and policies at all levels within their areas of responsibility.
- f. Ensure involvement of public affairs personnel at every level of command in planning, executing, and monitoring equal opportunity programs.
- g. Publish and post their written command policy statements for EO, Prevention of Sexual Harassment (POSH), and EO Complaint Procedures. All statements will be consistent with Army

policy and are required for each MACOM, installation, separate unit, agency, and activity down to company/troop/battery or equivalent level.

h. Ensure smaller unit level Equal Opportunity Leaders/ Representatives are appointed and trained.

i. It is a requirement that commanders conduct a Unit Climate Assessment and unit training needs assessment within 90 days of assuming command (180 days for Reserve components) and annually thereafter. This assessment can be done using the Military Equal Opportunity Climate Survey (MEOCS); DA Pamphlet 600-69 — Unit Climate Profile; Commander's Handbook, or other survey instrument. Additionally, commanders should complement the survey instruments with individual and group interviews, analysis of unit records (awards, promotions, re-enlistment and UCMJ) and complaint reports.

CHAIN OF COMMAND'S RESPONSIBILITIES

The chain of command, whether military or civilian, has the primary responsibility for development and sustainment of a healthy EO climate. This responsibility entails, but is not limited to:

- a. Promoting positive programs that enhance unit cohesion, esprit de corps, and morale.
- b. Communicating matters with EO significance to unit personnel and higher headquarters.
- c. Correcting discriminatory practices by conducting rapid, objective and impartial inquiries to resolve complaints of discrimination.
- d. Encouraging the surfacing of problems and preventing reprisal for those who file complaints.
- e. Taking appropriate action against those who violate Army policy.

DUTIES AND RESPONSIBILITIES OF EQUAL OPPORTUNITY ADVISORS (EOA)

Equal Opportunity Advisors (EOA) are normally:

- a. In the grades of SSG, SFC, MSG, or SGM.
- b. School trained at the Defense Equal Opportunity Management Institute (DEOMI), Patrick Air Force Base, Florida.
- c. Assigned as a full time duty.
- d. Assigned to brigade level or higher.

Duties and responsibilities of an EOA are listed as:

- a. Understand and articulate DOD and DA policies concerning equal opportunity as stated in the regulation AR 600-20 IO4.
- b. Recognize and assess indicators of institutional and individual discrimination in organizations.
- c. Recognize both subtle and overt forms of sexual harassment.

- d. Recommend remedies appropriate to reduce or prevent discrimination and sexual harassment.
- e. Collect, organize, and interpret demographic data concerning all aspects of EO climate assessment.
- f. Assist commanders in the development of realistic affirmative action plans and to monitor progress of plans.
- g. Train Equal Opportunity Leaders/Equal Opportunity Representatives (EOLs/EORs) and institutional training course/ service school instructors to assist commander/commandants in meeting their EO responsibilities.
- h. Organize, conduct, or assist with training sessions pertaining to equal opportunity, discrimination, and prevention of sexual harassment. Seminars at the unit level.
- i. Assist in evaluating the effectiveness of unit training conducted by commanders.
- j. Plans and conduct executive seminars on affirmative action plans, equal opportunity, discrimination, and prevention of sexual harassment.
- k. Receives and assist in processing individual complaints of discrimination/sexual harassment. EOAs may conduct inquiries in accordance with the commander's guidance.
 - 1. Provide advisory assistance to commanders and investigating officers in the investigation and resolution of discrimination and sexual harassment complaints.
- m. Review and comment on investigation reports of equal opportunity complaints for compliance with Department of Defense and Department of the Army policy and objectives.
- n. Conduct an Equal Opportunity Complaint Resolution Assessment between 30 and 45 days after the final action on a formal complaint is taken and provide feedback to the appropriate commander on his/her findings.
- o. Assist in the planning and conduct of ethnic observances outlined at Table 6-1.
- p. Assist commanders in developing EO policy for their unit.
- q. Maintain, where appropriate, informal liaison with community organizations fostering civil rights. Coordination with servicing judge advocate is strongly advised to preclude conflict of interest.
- r. Conduct periodic command assessments as outlined in DA Pam 600-26 (the Army Affirmative Action Plan).
- s. Prepare input for the Annual Narrative and Statistical Reports, which supports the Army's Military Equal Opportunity Assessment.
- t. Conduct staff assistance visits.

**DUTIES AND RESPONSIBILITIES OF THE EQUAL OPPORTUNITY LEADER/
EQUAL OPPORTUNITY REPRESENTATIVE (EOL/EOR)**

An Equal Opportunity Leader/Equal Opportunity Representative

is a unit soldiers trained to assist commanders to carry out the EO program within their organizations. This position is:

- a. Assigned as an additional duty.
- b. At Battalion and unit level.

Typical roles and responsibilities of EOL/EORs include:

- a. Assist the commander in the recognition of detractors from a healthy unit EO climate.
- b. Assist commanders in the conduct of unit climate assessments.
- c. Prepare and assist the commander in the conduct of EO training.
- d. Establishes and maintains liaison with other EOLs/ EORs and with the EOA at higher headquarters.
- e. Assist commanders in preparing and conducting ethnic observances.
- f. Refer complainant to appropriate agency for assistance.
- g. Serves as a resource person.

SPECIAL NOTE:

- a. The current duties and responsibilities of EOLs/EORs are more involved than previously stated. In order to assist the commander, EOLs must familiarize themselves with organizational assessment tools.
- b. It will be the EOL, after consultation with the commander, to recommend either a simple unit climate assessment or an entire organizational assessment.
- c. The EOL must be familiar with the types of surveys locally available to the commander (Unit Climate Profiles [UCP], Training Diagnosis and Assessment System [TDAS] or the Custom Survey [CS]). Additionally, the EOL can recommend the Military Equal Opportunity Climate Survey (MEOCS). MEOCS are obtained directly from DEOMI and must be requested by the commander. The Equal Opportunity Office or your unit's Equal Opportunity Advisor can assist commanders with the survey.
- d. The EOL is the liaison between both the organizational EOA and the installation EOO, as appropriate.
- e. **EOLs/EORs may not conduct investigations and are not trained to advise investigating officers in the conducting of equal opportunity complaint investigations.**

PROCEDURES FOR PROCESSING EQUAL OPPORTUNITY (EO) COMPLAINTS

Every individual has rights and responsibilities when dealing with issues within the EO arena. Any Soldier, civilian, or family member who believe that they have been discriminated against may file an EO complaint if;

- a. Individual rights are:

- (1) Present a complaint to the command without fear of intimidation, reprisal, or harassment.
- (2) Communicate with the commander concerning their complaints.
- (3) Receive assistance when submitting a complaint.
- (4) Receive training on the Army's Equal Opportunity Complaint and appeal process.

b. Individual responsibilities are:

- (1) Attempt to resolve a complaint by first informing the alleged offender that the behavior must stop.
- (2) Advise the command of the specifics of any discrimination or sexual harassment complaint and provide the command an opportunity to take appropriate action to rectify/ resolve the issue.
- (3) Submit only legitimate complaints and exercise caution against unfounded or reckless charges.

There are two types of Equal Opportunity Complaints, formal and informal. A brief synopsis of each type and procedure follows:

a. An informal Equal Opportunity complaint is any complaint that the Soldier, civilian, or family member does not wish to file in writing. This may be more appropriate for minor infractions, where the victim simply wants the behavior stopped.

(1) The individual should first attempt to address the inappropriate behavior to the alleged offender. If this is not plausible; he or she can report the inappropriate behavior without initiating a full investigation. The individual, another unit member or a person in the complainant's chain of command may resolve these complaints. It is an attempt to resolve the issue at the lowest possible level.

(2) An informal complaint is no less important than a formal complaint, and should be addressed with a sense of urgency and a sincere intent to attain resolution.

(3) If the complainant is satisfied and the behavior stops, then the informal complaint process ends.

b. A formal Equal Opportunity complaint is a complaint that the Soldier, civilian, or family member submits a sworn statement on DA 7279-R (Equal Opportunity Complaint Form). The formal Equal Opportunity Complaint process is as follows:

(1) When the inappropriate behaviors continue or when the individual complainant desires, the complainant registers a formal complaint with the commander or any of the alternative agencies. The complainant must provide specific and other pertinent information on the DA 7279-R. The alternative agencies have three calendar days to decide whether to refer the complaint to the appropriate commander or manage the complaint themselves as appropriate and within their regulatory guidance's.

(2) The complaint must be filed within 60 days of the alleged incident. Beyond the 60 days time frame, it is at the discretion of the commander to process the complaint.

(3) In processing a formal Equal Opportunity complaint, the commander has 14 calendar days from day of receipt to conduct an inquiry. If sufficient evidence exist, the commander can request a 15-6 investigation from the next commander in the chain of command.

(4) The managing commander must provide written feedback to the complainant on the 14th calendar day. The managing commander provides the complainant with feedback as to the results of the inquiry/investigation. Documentation of the feedback is annotated on the DA 7279-R.

(5) If the investigation requires additional time, an extension of 30 days may be requested in writing from the next senior commander in the chain of command. Any additional extension may be granted by the first general officer in the chain of command. However, the managing commander must still provide written feedback to the complainant by the 14th day and subsequently until the complaint is resolved.

ALTERNATE AGENCIES

There are alternative agencies that a Soldier or civilian may address an Equal Opportunity complaint. The alternative agency receiving the complaint may refer the complaint to the appropriate commander within three calendar days after receiving the complaint or elect to manage the complaint themselves. The alternate agencies that can receive and process an Equal Opportunity complaint include:

- a. A higher echelon in the chain of command.
- b. An Equal Opportunity Advisor.
- c. Inspector General.
- d. Chaplain.
- e. Provost Marshal/Criminal Investigation Division.
- f. Medical Agencies.
- g. Staff Judge Advocate.
- h. Housing Referral Office.

Equal Opportunity Complaint concepts that impact on formal EO complaints are:

a. For a complaint to be classified as a substantiated complaint, there must be evidence to indicate that the complainant was treated differently because of his/her race, color, national origin, gender, religion and corrective action must be taken to rectify the situation.

b. For a sexual harassed complaint to be classified as an unsubstantiated complaint, there must be either insufficient or no evidence to indicate that the complainant was treated differently because of his/her race, color, national origin, gender, religion and corrective action may be taken at the discretion of the commander.

c. Appeal process. Should the complaint be found to be unresolved in the mind of the complainant, the complainant has the right to appeal to the next higher commander within his or her chain of command. The complainant must do so in writing within 7 calendar days following notification of the results of investigation and acknowledgement of the actions of the command to resolve the complaint or issue.

d. Legal review. Prior to taking action against an offender, the commander will consult with the servicing Judge Advocate. Investigative findings of equal opportunity complaints will also receive legal review under provisions of AR 15-6 and AR 27-10.

e. Final decision authority. Complaints not resolved at brigade level may be appealed to the General court-martial Convening Authority. Decisions at this level are final.

f. Protection against reprisal.

(1) Department of the Army personnel are prohibited from taking any action that discourages an individual from filing a formal complaint or seeking assistance when resolving EO matters. Personnel are also prohibited from taking disciplinary or adverse actions against a soldier for filing a complaint, seeking assistance or cooperating with an investigating officer in an EO investigation.

(2) It is the responsibility of the chain of command to ensure that the complainant is protected from reprisal or retaliation for filing an EO complaint. If an individual is threatened with such an act, or should such an act occur, the circumstances should be reported to the chain of command or the Inspector General. Allegations of threats or acts of reprisal or retaliation will be referred to the battalion or higher commander for appointment of an AR 15-6 investigating officer or referred to the Inspector General.

g. Actions against Soldiers submitting false (Fraudulent) complaints. Soldiers who knowingly submit a false EO complaint (a complaint containing information or allegations that he complainant knew to be false) may be punished under the UCMJ.

h. EO Complaint Resolution Assessment. The EOA will conduct an assessment on all filed formal complaints. This assessment will begin NLT 30 days after final action on the complaint. The assessment must be concluded NLT 45 days after the final action.

RELIGIOUS ACCOMMODATIONS POLICY

The Army places a high value on the rights of its members to observe tenets of their respective religions. It is the Army's policy to approve requests for accommodations of religious practices when they will not have an adverse impact on military readiness, unit cohesion, standards, health, safety, or discipline. However, accommodation of a Soldier's religious practices cannot be guaranteed at all times but must depend on military necessity.

ETHNIC OBSERVANCES

Annual equal opportunity (EO) special/ethnic observances are designed to enhance cross-cultural awareness and promote harmony among all Soldiers, civilian, and their families. These activities are extensions of the Army's EO education and training objectives.

OBSERVANCES

Observance: Dr. Martin Luther King Jr. Birthday

Date: 15 January

Authority/Comment: Public Law 98-144, 2 Nov.83

Observance: Afro-American/Black History Month
Dates: 1-28/29 February
Authority/Comment: First Presidential Proclamation Feb 76

Observance: National Women's History Month
Dates: 1-31 March
Authority/Comment: Public Law 100-9, Mar 87

Observance: "Days of Remembrance" for Victims of the Holocaust
Dates: April/May
Authority/Comments: Public Law 96-388, October 80

Observance: Asian Pacific American Heritage Month
Dates: 1-31 May
Authority/Comments: Presidential Proclamation, May 91

Observance: Women's Equality Day
Date: 26 August
Authority/Comment: First Presidential Proclamation Aug 73 Anniversary of the Ratification of the 19th Amendment

Observance: National Hispanic Heritage Month
Dates: 15 September - 15 October
Authority/Comment: Public Law 100-402, Aug 88

Observance: National Native American Indian Heritage Month
Dates: 1-30 November
Authority/Comment: Public Law 102-188, Mar 92

SUGGESTED LIST OF ACTIVITIES/EVENTS FOR ETHNIC OBSERVANCES

Some suggestions and ideas for Ethnic Observances are:

- Serve ethnic meals
- Displays and artifacts of contemporary and historical value
- Films and videos
- Library books and magazines are excellent resources for information.
- Essay and Poster contests of ethnic group contributions.
- Talent or fashion shows to highlight art, drama, music, and fashion.
- Local guest speaker.
- Incorporate cultural awareness into unit training programs.

-Schedule time during unit formations to acknowledge ethnic groups (i.e., contributions by Soldiers, awards, and events.)

-Allow Soldiers to attend post activities.

AFFIRMATIVE ACTIONS PLAN (AAP)

WHY HAVE AN AFFIRMATIVE ACTION PLAN?

Outside of the regulatory requirement for brigade and higher commands to have an affirmative actions plan, the AAP identifies and establishes goals, responsibilities, and policies that support the Army's equal opportunity (EO) program. It provides the framework for the unit's EO program. Most importantly though, it provides specific command guidance and emphasis on the program.

HOW DO I DEVELOP AN AFFIRMATIVE ACTIONS PLAN FOR MY UNIT?

The first step is initiate planning to conduct an AAP panel. Approximately three months prior to the scheduled panel meeting, the equal opportunity advisor (EOA) would conduct an assessment of the unit to determine the current command EO climate. This can be done by using the surveys mentioned before such as MEOCS, TDAS, UCP, and the Representative Index for indicators of Institutional Discrimination (IID). If your command does not have the computer program to accomplish this task, contact the USAIC and Fort Benning Equal Opportunity Office at 545-6665 / 3196. Once an assessment has been made, a working group should meet to determine the agenda of the panel. This would occur approximately two months prior to the panel meeting. The agenda is finalized, reviewed, and approved by the appropriate commander and then distributed to all subordinate commanders. The agenda should include but not be limited to the date, time, and place of the panel meeting, panel members to be present (as a minimum all subordinate commanders and key staff should be included), a list of identified issues to be discussed, and the itinerary of events. When the panel meets, the commander should address the panel and outline her or his expectations. Issues are outlined using the following:

SUBJECT AREA - i.e., Awards, UCMJ, Promotions, Professional Development, Training.

SUBJECT - i.e., Army Commendation Medals, Formal Article 15, SGT Promotions, Education.

NOTE: There may be more than one subject for each subject area.

Example: Subject Area: UCMJ. Subjects are Informal and Formal Art 15, Summary courts-martial, etc.

PROPONENT - This should identify the specific staff/office/ section responsible for tracking, analyzing, and reporting i.e., S-1, SJA, MILPO.

OBJECTIVE - This is what is to be accomplished in the specific area, i.e., ensure all soldiers with a GED education are afforded the opportunity to achieve a high school diploma.

AFFIRMATIVE ACTION - These are the steps to be taken in accomplishing the objective.

Example: Identify all Soldiers who possess a GED by gender and ethnic group. Identify those Soldiers who are not afforded an equal chance to obtain a high school diploma. Review promotion statistics by gender and ethnic group to determine the impact of a GED on selection rate.

After all of the issues have been developed, the commander should be briefed and concurrence or further guidance received. Once finalized, the AAP is published and distributed to the next higher command and all subordinate commands.

AAPs will be reviewed at least annually to assess the effectiveness of action steps, to initiate new actions, and to sustain goals already achieved.

Commanders of battalions or lower level are not required to have AAPs.

SOLDIER PARTICIPATION IN EXTREMIST ORGANIZATIONS

Department of Defense Directive 1325.6 was changed Oct. 1, 1996. The new policy is written below in its entirety. The new material is in bold print.

Prohibited Activities. Military personnel must reject participation in organizations that espouse supremacist causes; attempt to create illegal discrimination based on race, color, sex, religion, or national origin; advocate the use of force or violence; or otherwise engage in efforts to deprive individuals of their civil rights. Active participation, such as publicly demonstrating or rallying, fund raising, recruiting and training members, organizing **or** leading such organizations, **or otherwise engaging in activities in relation to such organizations or in furtherance of the objectives of such organizations that are viewed by command to be detrimental to good order, discipline, or mission accomplishment of the unit,** is incompatible with military service, and is, therefore, prohibited. Commanders have authority to employ the full range of Administrative procedures, including separation or appropriate action, against Military personnel who actively participate in such groups.

Functions of command include vigilance about the existence of such activities; active use of investigative authority to include prompt and fair complaint process; and use of administrative powers, such as counseling, reprimands, orders, and performance evaluations to deter such activities. Military departments shall ensure that this policy on prohibited activities is included in initial active duty training, pre-commission training, professional military education, commander training, and other appropriate service training programs.

a. Educating Soldiers as to the Army's policy of fair and equitable treatment for all. Commanders will point out those Soldiers holding views to the contrary are not in harmony with Army goals, beliefs, and values, and should seriously reconsider their positions.

b. Counseling and advising Soldiers of the incompatibility of such organizations with military service, and that their membership:

(1) Will be taken into considerations when evaluating their overall performance to include appropriate remarks on evaluation reports.

(2) Is a legitimate factor to be considered when selection for positions of leadership and responsibility made.

c. Removing or recommending removal of security clearances, where appropriate.

d. Initiating reclassification actions or bar to reenlistment actions, as appropriate.

e. Initiating UCMJ action against Soldiers whose activities violate military law. Possible violations include:

(1) Article 92 Failure to obey a lawful order or violation of a lawful regulation or general order (for example, participation in non-approved on-post meetings or demonstrations, distribution of literature without approval, or discrimination).

(2) Article 116 Three or more people whose actions cause "Public Terror".

(3) Article 117 Provoking words or gestures.

(4) Article 134 Conduct, which is disorderly or service discrediting.

f. Considering involuntary separation for unsatisfactory performance or misconduct or for conduct deemed prejudicial to good order, discipline, and morale.

g. Denying requests for the use of on-post facilities by organizations, which engage in discriminatory practice.

h. Imposing off-limits restrictions on off-post facilities that pose a threat to the discipline, health, morale, safety, or welfare of military personnel in accordance with AR 190-24.

i. Ordering Soldiers not to participate in specific events sponsored by extremist organizations when there is a reasonable likelihood of such participation resulting in activities, which are illegal or are prejudicial to good order, discipline, or morale.

SPECIAL NOTE: Actions taken by commanders must be appropriate to the specific facts surrounding any incident. Not every incident warrants separation or UCMJ action. Coordination with the servicing Staff Judge Advocate is strongly advised.

UNIT ASSESSMENT TOOLS

1. Unit Climate Profile (UCP). A survey consisting of 21 areas (82 questions) designed to assist commanders in the assessment of the perceptions of the leadership in his/her unit.

2. Training Diagnostic and Assessment System (TDAS). A survey consisting of 75 questions designed to assist commanders in the assessment the following areas:

- a. Perception of unit racial environment.
- b. Perception of unit sexual environment.
- c. Knowledge of Army policy and regulations.

3. Unit Climate Assessment (UCA) This assessment gives the commander an overview of the effectiveness his/her organization. This type of assessment requires a team of qualified Equal Opportunity (EO) Advisors using the following tools in these areas:

- a. Records and Reports.
- b. Surveys.
- c. Interviews.

d. Observations.

NOTE: The UCA requires prior coordination weeks in advance and one week to conduct the actual assessment.

4. Military Equal Opportunity Climate Survey (MEOCS) A survey that allows commanders to assess the EO and Organizational effectiveness (OE) of his/her unit in the following areas:

a. EO factors.

- (1) Sexual harassment and discrimination.
- (2) Differential command behavior toward minorities.
- (3) Positive EO behaviors.
- (4) Overt racist/sexist behaviors.
- (5) Concerns related to “reverse discrimination” (term referring to preferential treatment of minorities and women at the expense of white males).

b. EO factors.

- (1) Commitment to services and organization.
- (2) Perception of work group effectiveness.
- (3) Job satisfaction.
- (4) Discrimination against minorities.

NOTE: The commander must request the MEOCS. The MEOCS is requested from the Defense Equal Opportunity Management Institute (DEOMI). The statistical analysis of the results and narrative summary is confidential and forwarded directly to the requesting commander only.

PROCEDURES FOR REQUESTING THE UNIT CLIMATE ASSESSMENT

1. The Unit Climate Assessment (UCA) is a systematic procedure to gather data about an organization for a better understanding how that organization functions to meet its mission. It can be customer tailored to a commander’s needs. It can address soldier's issues from leadership to equal opportunity.

2. The procedure considerations are:

a. The commander may sense the possibility of Soldier's issues that may need to be surfaced and resolved.

b. The commander contacts the Organizational EOA. Together, they discuss the commander’s concerns. The EOA introduces the UCA, the tools and contracts for the format of the UCA. At this time, the commander may specify specific areas of concerns or issues.

c. The contract discussed with the commander requesting the organizational assessment will address the following areas:

- (1) Date for the assessment.
- (2) What specific concerns does the commander have?
- (3) What specifically does the commander wish the team to focus on?
- (4) What method does the commander wishes the debrief to be conducted? [Force field or the matrix model]
- (5) When will the debrief occur? [Allow at least one week to prepare data for the commander]
- (6) Will the team be permitted to utilize all four methods? [Survey, interview, observation, and reports/records]
- (7) Can the team go to the work site to minimize disruption to the mission?
- (8) What if any, are the restrictions on the team?
- (9) Does the commander wish a daily status report during the UCA?
- (10) Who will know about the UCA? Does the commander wish to meet all the members of the team?

3. Procedures for Unit Climate Assessment:

- a. Reports/records: would also be preferable to have records available prior to the UCA.

- (1) Records such as:

- (a) Awards submitted and processed.
- (b) UCMJ actions. [Formal/informal Article 15 and punitive discharge]
- (c) Promotion statistics
- (d) Duty roster form DA 6
- (e) Reenlistment
- (f) Bars to Reenlistment
- (g) Training Records.

(h) Demographics of the unit are assessed. This data is necessary to prepare the database for the above information. Additionally, the demographics are also used for the other tools of the assessment. Survey participants should be at a minimum of 95% confidence level. This is based on the unit population. The interviews should be at a 90% confidence level. The number of personnel involved is determined by the demographics.

- b. Survey: would be preferable to administer the survey during a Physical Training time frame to accomplish several goals:

- (1) Minimize disruption to the ongoing mission of the unit.

chapters. 1

(2) Permits maximum participation by Soldiers of all grades.

(3) Completes one method early during the UCA.

(4) Permits identification of possible areas of concern to address during the interview or during the observation portion of the UCA.

c. Interviews: would be conducted during duty hours at the work site to minimize mission accomplishments. It would require approval of the commander for questions that would be utilized. This is the most time consuming portion of the UCA. It requires time to process; to compile the data, ensure at least 90% confidence level of personnel assigned to the unit.

d. Observations: would be on going during the entire UCA. As the team enters an area, observations will be recorded.

4. Data preparation and consolidation: this process is the consolidation, and comparison of all four tools of interviews, observations, the survey, and the reports/records. The method selected by the commander, force field or matrix model is utilize to prepare the debrief for the commander.

5. The debrief, one week after the site operation, is presented to the commander in the method preselected. It can be accomplished by the section heads debriefing their portion, or the principal equal opportunity advisor doing the debrief with section heads present to answer specific questions from the commander.

6. After the debrief, all findings will be given to the commander and no one else. If the commander elects to have more that him/herself debriefed, that is his/her prerogative. However, the data still goes only to the commander.

Schedule of **Unit Climate Assessment**

Five -three weeks prior: contracting with the commander and obtaining of records and reports.

Two weeks prior: collect the records and reports data plus demographics.

Week of assessment:

Day One: survey during pt formation; after the survey, recommend the command release the Soldiers for personal hygiene then works call.

Day One thru Day Five: observations and interviews

Week after Assessment:

Compiling of data and preparing presentation. Two weeks after assessment:

Debrief the commander.

EQUAL OPPORTUNITY PROGRAM CHECKLIST

The following constitutes some references necessary to ensure that the EO program is variable within your unit. This list is not complete! Check with your Brigade SMC EOA for additional information as to how the installation commander's program works.

- a. Current AR 600-20 with appropriate changes.
- b. TRADOC Suppl 1 to AR 600-20.
- c. Your next higher headquarters' AAP as appropriate.
- d. Post command policy memorandums on EO, Sexual Harassment, and Complaint Procedures.
- e. Ensure EO Representatives (battalion and lower) attend Unit Equal Opportunity Leadership Course.
- f. Know your brigade/regiment/group EO Advisor and ensure the Soldiers know their EOA and EOL.
- g. Develop EO training in accordance with para 6-14, AR 600-20.
- h. Ensure EO training is on the unit-training schedule.